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Leadership Advice from the Experts

1. *The Secret: What Great Leaders Know and—Do:* Ken Blanchard and Mark Miller

This book provides a model of servant leadership based on the following:

- **S—See the future:** Create a compelling vision, values, heads up/ down
- **E—Engage and develop others:** clear goals, help others grow, learn, leverage strengths, “who does what”
- **R—Reinvent continuously:** 3 levels – personal, systems and processes, structure
- **V—Value results and relationships:** both critical for long term success, listen, care deeply, reinforce positive
- **E—Embody the values:** build trust, enforce values, walk the walk

2. *Good to Great:* Jim Collins

Collins incorporates years of detailed research enabling competent leaders to become excellent leaders.

- The good-to-great leaders began the transformation by first getting the right people on the bus (and the wrong people off the bus) and then figure out where to drive it. (pg 63.)
- “Retain unwaivering faith that you can and will prevail in the end, regardless of the difficulties AND, at the same time, have the discipline to confront the most brutal facts of your current reality, whatever they might be.— VADM James Stockdale, “*Stockdale Paradox*” (pg 86)

3. *Rules & Tools for Leaders: A Down-to-earth Guide to Effective Managing:* Perry M. Smith:

Rules and Tools for Leaders provide practical and insightful advice providing tools for an understanding of ethics, group dynamics and business models.

- Don’t be discouraged by a failure. It can be a positive experience. Failure is, in a sense, the highway to success, inasmuch as every discovery of what is false leads us to seek earnestly after what is true, and every fresh experience points out some form of error which we shall afterwards carefully avoid — John Keats (pg 113.)
- Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory. — GEN George S. Patton (pg 137)
- There's just three things I ever say. If anything goes bad, then I did it. If anything goes semi-good, then we did it. If anything goes really good, then you did it. That’s all it takes (pg 120)

4. *The Leadership Secrets of Colin Powell*: Oren Harari

Harari examines Colin Powell leadership technique focusing on principles that will assist in guiding an individual through any situation.

- Character is about a leader's daily behavior and decisions being aligned with a mission. It's about walking the talk and rejecting lip service. It's about consistency, clarity, and honesty in words and action. It's about setting the right example and focusing on values (pg 205.)
- [Once] we have looked at all the rough edges and we have made a decision as to what we are going to do, then we are all going to move out in that decision and stick with it, with coherence and consistency over time, unless it has been proven that we should move in a different direction. (pg 117.)

5. *How to Win Friends and Influence People*: Dale Carnegie

This classic provides alternatives in influencing people thereby, better equipping an individual to meet life's demands.

- **“Throw down a challenge”**: competition encourages excellence, Charles Schwab – mill producer falling short, Dy shift “6” on floor, night shift “7” ...publicize METL on Plt Walls in 57th Sig Bn
- **“Smile”**: value of, happens in flash – memory lasts lifetime, rest to weary, daylight to discouragement, ... soldiers remembered by at funerals
- **“Learned”**:
 - i. Deep, driving desire to learn, vigorous determination to increase your ability to deal with people
 - ii. Develop model/principles, weekly/monthly assess/AAR, sustain and improve.

6. *7 Habits of Highly Effective People*: Stephen Covey

Covey provides a holistic approach to deciphering problems and a guide to living with fairness, integrity, honest and human dignity.

- **Be Proactive**. Be responsible for your own choices and make them from the inside out based on principles and values.
- **Begin with the End in Mind**. Shape a vision of your future and live each day with clear purpose.
- **Put first things first**. Integrity, values, priorities, Quad II
- **Think “Win-Win.”** Work toward mutual benefit. Foster support, mutual respect, and interdependence.
- **Seek First to Understand...** Then to Be Understood. Listen to others with understanding as the intent. Build relationships based on trust.
- **Synergize**. Work so that whole becomes greater than the parts.
- **Sharpen the Saw**. Find opportunities for physical, social, emotional, spiritual, and mental renewal.

7. 5 Dysfunctions of a Team: Patrick Lencioni

Lencioni provides an analytical approach illustrating how to build and manage a successful team for the reason that no one makes progress, much less succeeds, alone.

- Absence of trust: an unwillingness in the team members to be genuinely open up with one another about their mistakes and weaknesses.
- Fear of conflict: inability to engage in unfiltered, passionate debate.
- Lack of commitment: no buy in and commitment can be expected when opinions have not been aired and debated
- Avoidance of accountability: without commitment to a clearly defined set of goals, team members will hesitate to call their colleagues on their actions and behaviors that are counterproductive for the team.
- Inattention to results occurs when team members put their individual needs of their divisions above the collective goals of the team (pg 188-189)

8. Right from the Start: Dan Ciampa and Michael Watkins

Ciampa and Watkins provide a guide to executives addressing several of the pitfalls they may encounter, thus preparing them adequately to avoid failure.

- First, take advantage of the transition period
- Second, don't underestimate the importance of advice and counsel
- Third, show some empathy for the person you are succeeding
- Finally, become a student of leadership

9. If you are the leader, your people expect you to create their future. They look into your eyes, and they expect to see strength and vision. To be successful, you must inspire and motivate those who are following you. When they look into your eyes, they must see that you are with them. – General Gordon R. Sullivan, Hope is not a Method (1996)

10. When I am faced with a decision—picking somebody for a post, or choosing a course of action—I dredge up every scrap of knowledge I can. I call in people. I phone them. I read whatever I can get my hands on. I use my intellect to inform my instinct. I then use my instinct to test all this data. “Hey, instinct, does this sound right? Does it smell right, feel right, fit right?” – General Colin Powell, Chairman, Joint Chiefs of Staff (89-93)

11. Dwight D. Eisenhower defines leadership “Getting others to do what you want them to do because they want to do it.”